

**SUMMARY OF ACTION  
AIRPORT ADVISORY BOARD MEETING  
SANTA FE REGIONAL AIRPORT  
121 AVIATION DRIVE, BUILDING 3002B  
THURSDAY, OCTOBER 10, 2019, 4:00 PM**

| <u>ITEM</u>                                           | <u>ACTION</u>          | <u>PAGE</u> |
|-------------------------------------------------------|------------------------|-------------|
| CALL TO ORDER                                         |                        | 1           |
| ROLL CALL                                             | QUORUM                 | 1           |
| APPROVAL OF AGENDA                                    | APPROVED               | 1           |
| APPROVAL OF MINUTES                                   | APPROVED               | 1-2         |
| PUBLIC INVITED TO BE HEARD                            | NONE                   | 2           |
| <br><u>OLD BUSINESS</u>                               |                        |             |
| PROJECT UPDATES                                       | INFORMATION/DISCUSSION | 2-3         |
| STAFF REPORT                                          | INFORMATION/DISCUSSION | 3-5         |
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**ADJOURN**

**ADJOURNED**

**13**

**AIRPORT ADVISORY BOARD MEETING  
SANTA FE REGIONAL AIRPORT  
121 AVIATION DRIVE, BUILDING 3002B  
THURSDAY, OCTOBER 10, 2019, 4:00 PM**

**1. CALL TO ORDER**

The meeting of the Airport Advisory Board was called to order at 4:00 pm by Councilor Michael Harris, Chair, on Thursday, September 12, 2019, at the Santa Fe Regional Airport, 121 Aviation Drive, Building 3002B, Santa Fe, New Mexico.

**2. ROLL CALL**

**MEMBERS PRESENT**

Councilor Michael Harris, Chair  
Bud Hamilton  
Kevin Egan, Telephonically  
Chris Ortega  
John Elling  
James Robins  
Rosemary Thompson

**MEMBERS ABSENT**

**OTHERS PRESENT**

Mark Baca, Airport Manager  
John Dickerson, Airport Operations Manager  
Regina Wheeler, Director, City of Santa Fe Public Works  
Curt Temple, Airport Project Manager  
Troy Padilla, Jet Center  
Stuart Kirk, Fly Santa Fe  
Kent Freier, Molzen Corbin  
Elizabeth Martin, Stenographer

**3. APPROVAL OF AGENDA**

**MOTION** A motion was made by Mr. Elling, seconded by Mr. Ortega, to approve the agenda as presented

**VOTE** The motion passed unanimously by voice vote.

**4. APPROVAL OF MINUTES**

Mr. Elling pointed out that in the minutes it should refer to Runway Golf, not Gulf.

Mr. Ortega said he was not present.

**MOTION** A motion was made by Mr. Hamilton, seconded by Mr. Elling, to approve the minutes as amended.

**VOTE** The motion passed unanimously by voice vote.

**5. PUBLIC INVITED TO BE HEARD**

None

**6. OLD BUSINESS**

**A. PROJECT UPDATES**

Mr. Baca reported that the City had given the Airport \$1.1 million for the design and construction of the runway safety zone. Mr. Freier has provided the grading plan to the FAA and we are awaiting their approval. He is hoping that by the end of October he can send it out for bid. The FAA has been very cooperative as far as the approval process. They have put a big rush on it. The pressure is on the City. Everyone is aware of the urgency of this project. We do not foresee any problems. There will be a 30 day response to the bid and then it will go to the Governing Body for acceptance.

Mr. Egan said that is great progress.

Chair Harris asked that timeline is understood by FAA.

Mr. Baca said yes. We were granted a four month extension subject to approvals on our end and theirs and the weather.

Mr. Elling asked the estimate is three quarters of a million for the dirt work.

Mr. Baca said this included the design money as well. The cost of the design is \$111,000. This includes construction oversight as well and all the testing. If FAA is going to reimburse us we have to comply with all the testing.

Mr. Baca said as to project 1533 and 1028, we are moving that forward to committees and Council. It has passed Public Works. Finance is next, then the Governing Body. We are looking at completing this in June of 2020.

Chair Harris said everything worked out as far as what was budgeted and what the engineer's estimate was.

Mr. Baca said on Taxiway Delta phase 2, realignment and reconstruction, we reviewed the grant last week. The City Manager has signed off on it. We will now run it through the committees and Council along with a PSA for Albuquerque Asphalt at \$2.1 million. The estimate from the engineer was \$3 million so we came out good on that one. This also includes LED lighting. We received a State grant as well. It will be going along at the same time.

Chair Harris said you need to watch the committee schedules. We don't meet as often during the holidays.

Mr. Baca said the stripping is 95% complete. We fixed all the market points from the FAA inspection and that letter is closed out. We are replacing some others that might have a problem with some money that was left over. It will be completed next week.

Mr. Elling said it was extremely well done on the run out area.

Mr. Baca said we can thank Ms. Wheeler, Ms. McCoy, Kevin and the Mayor on that.

Chair Harris said he and Regina met and talked about what we had to do. Regina sent out an email as we were sitting there and took it to the next level.

Ms. Thompson said good job all of you. Thank you.

Mr. Elling asked is there any risk that the City will not get reimbursed.

Mr. Baca said only if there is another need on the airfield that requires the funds. We may or may not get it this coming fiscal year, but we can apply in 2021.

Mr. Freier said if you don't get reimbursed it is still a huge showing on the part of the City that they are willing to support the Airport.

Ms. Wheeler said the money the City allocated was available and does not need to be reimbursed.

Chair Harris said the recent GRT bond has a premium that was a million and that is what we used.

Ms. Thompson said good job.

## **B. STAFF REPORT**

Mr. Baca reported that he had hired an Administrative Assistant, Charlene Sandoval. She comes to us from the Transit Department and is starting to make an

impact. She is getting spun up on badging. We are excited to have her. It will free up John to do other things. In the wake of the City safety initiatives, we have been creating a Standard Operating Procedures Manual for our folks which include other safety initiatives as well. It tells staff if they feel unsafe don't do it. We have entered into a contract with B&D Industries to come out and close down the swamp cooler and get the boiler up and going. Also we have an on-call contract available to us in case any emergencies arise with B&D. This will be until we get licensed staff on board. We are working on a contract with Bigsby Electric. They concentrate on airfield electrical service. We have not had any issues on the airfield, but hope to get this contract pushed through prior to anything happening out there.

Chair Harris asked when you get them on the job would you have them review and look at the system for weak links.

Mr. Baca said yes.

Mr. Baca said we are looking at upgrading the electrical vault next year. That is our weak link.

Mr. Baca reported that they are gearing up for snow removal. We received our new snow removal equipment and are working on the spreader. We have some deicing rock salt that the FAA has approved for use. We also have a pre-treatment element. It should all help to eliminate a lot of the closures we had last year.

Chair Harris asked will you be doing training on the new equipment.

Mr. Baca said training is part of the contract. It also entails them coming out and spending a week with us. Each individual trained during that week. It was very helpful. They also are providing us, on November 12<sup>th</sup>, with a technician to give an overview of what we learned and answer any questions we may have as well. This company has been very responsive.

Mr. Baca continued they are adding a flight from Dallas starting next month. United is also adding an overnight. We will then have three overnight aircraft, two from United and one American. They are testing things out. The flights will continue through December to test their performance.

Mr. Egan asked how many flights do we have from United every day.

Mr. Baca said there are eight operations. Four in and four out every day.

Mr. Egan said it might be nice for someone to memorialize that. Get a list together of all the flights in and out. Otherwise it is difficult to figure out the flights for Dallas and Denver. It would help people plan their trips.

Mr. Kirk said we have a real time arrivals and departures list on all flights on the Fly Santa Fe website now.

Mr. Egan said that is good to know.

Ms. Thompson said as a follow up from the last meeting, Carmela Quintana mentioned a supplemental grant and a meeting with Stephen Ortega. Did that happen.

Mr. Baca said no.

Chair Harris said Regina reached out to Ms. Quintana and her response was that he was working on his schedule. She said she would get back to us.

Ms. Wheeler said she will follow up on that. We did have someone from Senator Heinrich's office here and we talked with them about that.

### **C. STRATEGIC PLAN UPDATE**

Ms. Wheeler said a big goal for her was what Bud asked for. He asked for a real way to track our progress and report in writing. She has something to show you. She will email it to you. John can report on this every month from here on out. Mark can report on indications that our actions are following our goals. On the land side infrastructure, we presented the Molzen Corbin presentation to the Mayor and he is really excited about it and is totally on board. Molzen Corbin did a great job. On land side improvements and the parking lot we continue to meet with the New Mexico Air Alliance on our marketing plan and the economic impact study. The solar project is on our strategic plan. An investment grade audit will be done next week. We will get a presentation on that when it is completed. Yearout is our contractor on that. Molzen Corbin has included solar as a notation on the airport drawing. Ground transportation is one of our goals. We moved in the wrong direction on that. It continues to be a challenge. Black Cab violated their agreement. We are working with them to fulfill expectations.

Mr. Baca said the owner of the company berated employees within the terminal so we asked him not to operate for a couple of weeks. He is back and he speaks to him daily to make sure he is on track.

Mr. Egan asked what was the issue.

Mr. Baca said he claimed that Roadrunner Shuttle was taking some of his parking spaces and others were taking customers from him. We have talked to all of them told them to stay away from each other and work toward the common good.

Ms. Wheeler said everything we talk about is on the strategic plan. We are

having an employee appreciation luncheon on Friday.

Chair Harris said he announced that to Council and they were pleased to hear it.

Ms. Wheeler said the Mayor and Councilor Vigil Coppler are coming.

Mr. Kirk said thank you Troy. He is providing all the cooking.

Mr. Padilla said tomorrow will be cold so we are going to move inside the hanger. We will have to escort folks or give them temporary badges.

Mr. Hamilton asked do we go to the FBO first.

Mr. Padilla said yes. They will give you an escort to the hanger.

Ms. Wheeler said thank you Troy.

Mr. Freier reported that the Notice of Intent has been prepared and Mark has been in touch with FAA about the facility charges. He is working on the environmental clearances. He will have a more complete analysis at the next meeting including a timeline.

Mr. Hamilton said we have had trouble with Black Cab before. Are there any other options.

Mr. Baca said unfortunately no. He has had conversations with Uber and Lyft, but late nights and during the weekend there is virtually no one on this side of town because there is no bar. They could not commit to having a certain number of drivers here to meet the demand.

Mr. Hamilton asked have we approached Santa Fe Valet.

Mr. Baca said yes and they were not interested. It is not economically viable for them to do that. They will do reservations or on-call, but will not wait for aircrafts.

Mr. Hamilton said he will follow up with Paul at Santa Fe Valet.

Mr. Egan said we may want to look at in the future having the City pay a fixed price to stage a van here so they are not losing money.

Chair Harris said Santa Fe Pick Up is in the downtown area. They set up in front of Jean Cocteau Theater for the Railrunner. He does not know if it would be a possibility for them to be out here.

Mr. Baca said the last flight out here comes in normally around 11:00 pm.

Chair Harris said we need to have something to count on. They could use Lodgers Tax to fund it.

Ms. Wheeler said they are having a terrible time finding drivers for our use now.

Mr. Baca said they shut down at 10:00 pm. He has spoken with Keith about this. Maybe he could investigate it a bit deeper.

Ms. Wheeler said lets do that.

Mr. Egan said or turn it over to the private sector and support them with a given amount of money.

Mr. Hamilton asked how do we move this forward.

Chair Harris said go ahead and have a conversation with Santa Fe Valet. It is clear that we need to have something consistent out here.

Mr. Padilla said the aggressive behavior of the vendor you have suggests he may not be making enough money. Maybe get with him and work with him as well.

Mr. Egan said if the City offered to subsidized this it would have to go out to bid.

Mr. Elling said he agrees. There may be something we don't know about regarding his struggles. A side conversation with him may be helpful.

Chair Harris said you guys are more sympathetic than he is. He thinks he failed the stress test. We need to work on this more. He will speak to Mary McCoy and pursue the Lodgers Tax route.

## **7. DISCUSSION**

### **A. FAA SOUTHWEST REGION DIRECTOR DISCUSSION UPDATE**

Mr. Baca said Ignacio Flores is the SW Regional Director for FAA. He spoke with him recently. Mr. Flores wanted to get a feel for how the City felt about their Airport. In the conversation with us was the Mayor, Regina and the City Manager. On the phone with Mr. Flores was the lead person for Safety Standards and the FAA Office of Airport Development. When we were on the phone with them we were already working through the process of getting the \$1.1 million from the City which was a good thing. Once they heard we worked on that issue and that it was going to Council for approval the following Wednesday he backed off his combative stand. The Council did pass the appropriation to the Airport for \$1.1 million.

Mr. Baca reported that the biggest concern Mr. Flores had was what the City had done for its Airport over the last four years. He cited that the City has had issues with maintaining management and has not been able to keep an Airport Manager.

Mr. Baca said since he had attended a few conferences and met Mr. Flores several times, Mr. Flores was aware of his tenure and commitment to the Airport to be here for the long haul he was comfortable with his dedication to this place. He was happy to see some sort of stability in the office. The other big thing Mr. Flores asked for was a timeline. He asked what we needed to get the project done and he gave us a four month extension. He was very happy to see the Airport and the City together working towards a common goal. One of the other things he was excited about was the fact that the Mayor reached out to him and wanted to have a face to face meeting with him about his vision. We are working on that happening before the end of the year.

Mr. Baca continued that led into the conversation about terminal monies. We are looking at trying to get these extra appropriations everyone else is getting. Mr. Flores said he knew there was a need at our Airport, but he also knows this Airport has been mismanaged and not maintained properly and that there are annual issues out here. He wants to see what we are doing to fix that and then will start discussions about extra allocations to us. He asked for an Infrastructure Maintenance Plan. We are working on that. He will take up the Infrastructure Plan with Regina and then the Mayor. Then we can talk terminal. Another big thing he questioned was our training. We talked about that quite a bit. Now that we are fully staffed John is working on doubling up our training to make it a monthly thing. That will also be included in the plan. He wants to see how we are going to work the way we did with the \$1.1 million. Mr. Flores' concern was why did it take an emergency like this to get the City to move forward. We will know what is happening now and continue from now and going forward.

Mr. Baca said it helped letting him know the other outstanding issues we had and that things were being done as we spoke. They realize we are doing our best with what we have to make it work. One of his other questions was what is the Airport doing to become self-sustaining. We talked about landing fees, leases and PFCs. Mr. Flores feels like we are going in the right direction, but wants to see more.

Chair Harris asked did the wastewater transaction come up at all.

Mr. Baca said no, that was not in the discussion. He talked to Ms. Cuevas and she indicated it has gone through all but one approval which is FAA Finance. We are at their mercy.

Mr. Baca said the biggest takeaway from the call was that the FAA was willing to give us an extension and work with us on a possible reimbursement. He is happy the City came up with the money.

Chair Harris said clearly it was a very important conversation.

Ms. Baca said yes. We should have probably had that conversation sooner, but lessons learned. Since then he has been constantly talking with the FAA and they are relaying messages that are not falling on deaf ears anymore on either side.

Chair Harris said the important thing for you is to draw on the support you get from Ms. Wheeler and the Mayor and ask for help if necessary. He guarantees him it will be there.

Mr. Hamilton said you are going to put together a comprehensive plan and you and Regina and the Mayor are going to talk to Mr. Flores face to face. He would love to see that plan.

Mr. Baca said we will share it with this Board and would like to have some input from you on it. We are hoping to have it by the next meeting for the agenda.

Chair Harris said good work. He thinks we all agree why there was a wait and see attitude. It is clear that you and John and Bobbi continue to get a handle on things. You will get the support you need.

## **B. AIRPORT LAND LEASE UPDATE**

Mr. Baca said a lot of our leases have expired and gone to month to month. Increases have not been done since 2012 on some of them. He and Bobbi took a comprehensive look at all 33 leases that are out there. Some of the bigger ones are going to produce a lot of revenue for us and others will produce around \$500. As of today we have collected \$365,000 of the past due amounts. We still have issues on one lease. The total amount to be collected, including the \$365,000, was \$425,000. That will bring everything up to date. This is not every year money, but we found over the last seven years people have not been paying their bills. Having Bobbi on board has been amazing in tackling this. We are prioritizing which leases need to go through the process next. American for sure, United we don't even have an agreement with and have been working with them off of the American lease language and car rental companies. We want to bring in a third party vendor, but that will be tricky as to where to put the companies and their card. We have to work through that. The other big deal is the restaurant. It is still not clear as to what we are going to do with that. We need to come to a decision of what we want to do with it or do an RFP for a grab and go sandwich shop.

Chair Harris said he agrees we need some consistency there. Really he does not know how much you can do until we have a decision on the terminal itself.

Mr. Ortega asked are we talking just about past due fees on land leases or does

this include concession fees.

Mr. Baca said both are included.

Mr. Elling asked concession fees, is that 2% of the gross revenue sharing.

Mr. Baca said yes.

Mr. Elling asked how do you estimate how much they have not paid.

Mr. Baca said they have a reporting document that they use and we audit that to make the determination.

Mr. Elling said the other one not paying is the helicopter company. They are not reporting or paying.

Mr. Baca said that is correct. It is difficult to reach them. He is still looking for documentation on the previous lease as well.

Mr. Elling said the other one not paying is Airport Services. Do we know why they are not paying.

Mr. Baca said they are a subtenant so they do not report. We are supposed to receive a report through the lease holder and have not. He has reached out to the City Finance Department for direction on what he can do on that. He does not believe the City has an actual agreement with them.

Mr. Elling said he thought that specifically they are required to pay the 2%.

Mr. Baca said we will dig further into that.

Ms. Thompson asked for seven years there has been no audit of the subcontractor or the contract. That needs to be done.

Mr. Baca said once he locates all the documents and gets direction from the Finance Department he will move forward on it.

Mr. Ortega asked about the tie down fees. He knows there are not tie down agreements. The money is probably not much, but it is still something we should receive.

Mr. Baca said he is coming up with a program for that to help Bobbi get a baseline of who it out there and who is not. We are working on an agreement and a way for us to track it. He thinks we may have to have maintenance staff physically write down the tail numbers and track that monthly and send out bills.

Chair Harris asked does Finance have, as a part of Munis, a relatively easy model that can track this easier.

Mr. Baca said we are working on an agreement with Kaufmann and Associates on a program that will facilitate that. They have done all our master plans and can plot out each lease for us with property lines.

Chair Harris said that sounds good.

Mr. Hamilton asked what the arrangement is now with the restaurant.

Mr. Baca said they are on month to month and we get 10% of what they sell.

Mr. Hamilton asked are they supposed to be open certain hours.

Mr. Baca said that is in the agreement, but the owner told him we took away their space and they have not been compensated. The agreement ended in 2013.

Ms. Thompson asked how many maintenance staff do you have.

Mr. Baca said three full time and two custodians for the terminal and four administrative staff.

Ms. Thompson asked is anyone here in the evenings.

Mr. Baca said no. We are talking with the Union to get the maintenance guys to go on ten hour days so we have seven days a week coverage for ten hours. That would cut down on their overtime and on-call hours.

Ms. Thompson said it would be great to have someone here seven days a week. There could be maintenance issues on the weekend.

Ms. Wheeler said they are called in if there is an issue.

Ms. Thompson said it is a possibility to explore.

Ms. Wheeler asked have we ever experienced gaps, Mark, in our ability to respond.

Mr. Baca said no, but our response time for accidents is becoming a problem for the tower. If there is an accident or issue the runway stays closed until they can get there. That is a recent concern. We don't want to cause delays of the commercial flights.

Ms. Wheeler asked if John is on-call on the weekends.

Mr. Baca said yes, as back up. We can't require him to stay in town every day.

Mr. Hamilton asked what is the best practice standard for airports our size.

Mr. Baca said twenty four hours a day, seven days a week staff.

Chair Harris asked have you filled all the positions budgeted for the Airport.

Mr. Baca said yes. One of our maintenance employees is out for a time and we have asked a custodian to step up and we will pay him more. He is going to have a maintenance employee opening due to a thirty year retirement. We are hoping by then to have the custodian trained for the position and we can hire another custodian. That is our transition plan.

Ms. Wheeler said thank you for your suggestion Rosemary. We will talk about that in our budget discussions.

Chair Harris said he thinks you can make a strong argument for that in the budget.

## **8. REQUEST FOR FUTURE AGENDA ITEMS FROM BOARD MEMBERS**

Ms. Thompson said we wanted to officially commend and recognize Fly Santa Fe and the business community supporters for all they do in supporting the Airport and economic development.

Ms. Thompson said she would like to have at the next meeting a report that shows January through October, year over year, on the accomplishments and the money we have received and spent to date and what still needs to be done to go forward. Also she would like a report at the next meeting on the replacement of the signs on 599 by DOT and an update on the Old Airport Road.

Ms. Wheeler said that is a residential road into the Airport.

Ms. Thompson said she would like an update.

Ms. Wheeler said we will email you on that.

Ms. Thompson said she would like an update on the weeds as you come into the Airport and the junk yard. We need to do something. Also she would like a report on the progress on the terminal and parking lot and updated plans.

Chair Harris said back with Nick was Manager and Cameron before that, we asked what the process was to adopting a median from the fence going to the Airport. That has been a need.

Mr. Elling said the solution is when we have the new road it will be something with a better aesthetic.

Ms. Wheeler said that will take three to five years.

Chair Harris said thank you for mentioning that. It is an ongoing issue.

Mr. Baca said he would check with Shirlene Sitton on that.

Chair Harris said he is interested in seeing a higher level of detail for terminal expansion and the parking lot plans.

Mr. Freier said we will have that at the next meeting.

Mr. Elling said he supports Rosemary's request for more reporting. They have improved with regular reporting of the strategic plan.

Chair Harris said he agrees.

Ms. Wheeler said we can do project status reports for the next meeting.

Mr. Baca said approval of the meeting calendar will be on the next agenda.

Chair Harris said we need to look out for conflicts with other meetings.

**9. NEXT MEETING  
NOVEMBER 14, 2019**

**10. ADJOURN**

There being no further business before the Board the meeting adjourned at 5:45 pm.

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Councilor Michael Harris, Chair



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Elizabeth Martin, Stenographer